



REQUEST FOR PROPOSAL (RFP)

A. RFP no. and Date:	002/2016 – January 8, 2016
B. Subject:	Facilitation Service for USAID/RDMA Mission Retreat
C. Issuing Office/Section:	USAID RDMA, Executive Office 25th Fl, Athenee Tower 63 Wireless Road, Bangkok 10330, Thailand
D. Closing date for receipt of questions:	January 15, 2016 – (5pm, Bangkok Time)
E. Closing date for receipt of proposals:	January 20, 2016 – (5pm, Bangkok Time)
F. Type of Award:	Fixed Price – Purchase Order
G. Basis for Award:	Soliciting competition, evaluation of proposals or offers, award and documentation (FAR Part 13.106)

Description of Requirements

The United States Government, represented by the U.S. Agency for International Development (USAID), invites qualified companies/individuals to submit technical and cost proposal of the services specified below. This is to support the operation of USAID Regional Development Mission Asia in Bangkok Thailand.

Questions regarding this Request for Proposal (RFP) and proposal submission must be via email only to spoomtong@usaid.gov by the time/date specified above.

The award of a contract hereunder is subject to the availability of funds. Issuance of this RFP does not constitute an award or commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of a proposal.

Scope of Work: Facilitators for USAID/RDMA's Mission Retreat

(o/a 16- 18 March 2016)

I. Introduction

The Regional Development Mission for Asia (RDMA) in Bangkok, Thailand, directly manages approximately \$85 million annually and supports program development and management in USAID missions throughout Asia. Under its recently approved Regional Development Cooperation Strategy (RDCS), RDMA's four technical and five administrative support offices jointly serve as a knowledge management platform that works closely with USAID/Washington, D.C., to provide leadership for USAID programs throughout the region, with particular emphasis on addressing the transboundary aspects of critical development challenges. RDMA implements regional programs across 24 Asian countries, promoting sustainable and inclusive growth and enabling vulnerable populations to better address risks that transcend borders. RDMA also implements direct development assistance in non-presence countries (i.e. without a bilateral USAID mission) in Thailand, Lao PDR, and China, including Tibet. RDMA's program activities improve management of natural capital and address global climate change; promote good governance and the rights of vulnerable populations; support an integrated Association of Southeast Asian Nations (ASEAN) community; enhance capacity to mitigate public health threats, including HIV/AIDS, Tuberculosis, malaria and emerging pandemic threats; and promote resilience to mitigate disasters risks and their impacts. RDMA also serves as the lead operating base for the Asia Bureau of USAID based in Washington, D.C., to support implementation of USAID reforms (aka USAID Forward) and several U.S. Presidential Initiatives.

With a total approved staff level of 207, RDMA provides a customized mix of services; e.g., legal, financial, procurement, technical, and administrative to many bilateral missions such as Burma, Vietnam, Cambodia, Timor-Leste, Mongolia, Nepal, and Bangladesh; in addition to managing regional programs and those in non-presence countries. RDMA also houses USAID's Office of U.S. Foreign Disaster Assistance (OFDA) and the Asia Regional Training Center (ARTC). Since each of these offices is responsible for leading and supporting different aspects of the RDCS, coordination and collaboration remain a challenge.

RDMA has not held a mission-wide retreat in the past several years. Moreover, this year, there have been many leadership transitions in most offices, with the recent arrival of the new RDMA Mission Director and Deputy Mission Director. With the change of management, there are new visions and priorities that the leadership will want to clearly convey, and this will likely have an effect on overall team operations, morale and coordination.

It is absolutely vital that all staff understand clearly their roles and responsibilities under the strategy and under the new mission leadership. A better understanding within the team of RDMA's direction and professional commitments will enhance the efficiency and effectiveness of RDMA as a unit.

II. Purpose

RDMA seeks professional services to facilitate the retreat, which will assist RDMA to increase organization effectiveness.

A. Guiding Principles

The Facilitator Team will provide organizational development and facilitation services that incorporate the following principles, which are critical to the successful achievement of the purpose described above.

- Highly participatory, interactive and experiential for all participants. The Facilitator Team shall create a safe and welcoming environment to best encourage the participation, thoughts and ideas from all participants. Conversations shall be guided with a focus on inclusion and ensuring all voices are heard, especially those that may be reticent or contrary.
- Utilizing current best practices/tools in organizational development. The Team shall specifically tailor the practices/tools to RDMA and USAID organizational cultures as well as to ensure that the customized practices/tools are appropriate for a high-stress international development organization experiencing a multi-dimensional operation change simultaneously (e.g. policies, strategies, management and leadership).
- Building upon advance data collected by survey, with some open-ended questions to be designed and implemented by USAID/RDMA prior to the start of this contract.
- Appropriately balancing strategic planning, change management and operational orientation with interpersonal effectiveness and team-building.
- Facilitating personalization/unique experiences for participants (as opposed to a generalized ‘one size fits all’).
- Consistently reinforcing the Mission’s (and Agency’s) emphasis on leadership behavior and development, and explicit values.
- Surfacing any existing, tacit concerns and expectations and builds consensus around a clearly articulated vision for the future.

USAID/RDMA requests the Facilitator Team to apply these principles to the following services, as part of an integrated approach to organizational development for the performance of this contract.

B. Scope of Work

USAID/RDMA will host a mission retreat, informed by pre-retreat consultations, and diagnostics (via survey, focus groups or key informant interviews) as incorporated in the preparation and planning process. Over the duration of this contract, the Contractor will complete the following tasks in achievement of the overall purpose.

1. ***Pre-event Data Collection and Analysis:*** This will include an analysis of the existing RDMA staff survey and beyond (e.g. review and/or organizational diagnostic of RDMA structure, mandate, strategy and staffing/staff team). See more details in the Section II. C. on Data Collection and Analysis).
2. ***Retreat Designing and Planning:*** Work with a Mission Retreat Committee to convert diagnostic information into a retreat agenda and specific activities for each retreat sessions that meet the purpose as outlined above, as well as compile appropriate tools, resources, methodologies for all sessions. The Facilitator Team may propose alternative structures, as deemed the most effective to achieve desired results. In designing the retreat events, the Team shall propose a process by which key data related to organizational dynamics, team and Mission-wide issues are identified for prioritization in the agenda. This will include review of existing documentation related to organizational development efforts, as well as those that may be currently underway. Specifically, the Team shall propose methodologies and tools that require minimal time commitment from staff, while providing critical input into agenda design.

3. **Logistics Management:** Work with the Mission Retreat Committee and administrative team to coordinate all retreat logistics and preparations. Ensure all necessary materials and audio/visual equipment are on-site for the successful execution of the retreat.
4. **Retreat Implementation:** Lead the activities and facilitate a frank and constructive dialogue among staff, with an emphasis on identifying challenges, problem-solving, accountability and group empowerment. The Team shall record and track key discussion points, follow-up action items and individual or shared commitments made during the retreat.
5. **Retreat evaluation and learning:** Given guidance from the Mission Retreat Committee, develop, implement and analyze the results of the event evaluation. The evaluation tool will capture staff impressions and experiences to inform future retreat events, as well as to inform Mission leadership on key issues that are identified resulting from retreat sessions. A post-retreat survey among participants could be an element of the evaluation.
6. **Retreat Report:** Produce a comprehensive report from the retreat event that summarizes the findings of the pre-event survey and diagnostic, activities undertaken during the event, detailed notes from all sessions, synthesized results from the post-event evaluation, clear and constructive action items and commitments made during the retreat, and forward-looking recommendations for ongoing collaboration, skill-building and enhanced individual and team performance; as well as for future events or interim activities, priorities or issues for Mission leadership.

Illustrative activities include:

- Icebreakers, games, or other effective edutainment activities for team building such as surfacing individual strengths and work styles, and identifying and strengthening shared values for organizational development;
- Facilitated discussion or interactive exercises designed to surface ideas for strategic planning and visioning, improve communications within the team, define teamwork objectives that support the multi-year Mission strategy, and help the group to prioritize among them and come to consensus; and
- Appreciative inquiry: acknowledging RDMA's achievements and successes and identifying how they can contribute to the leadership's new vision moving forward.

C. Data collection and analysis

At the beginning and end of the retreat, the Facilitator Team will collect data on pre- and post-retreat attitudes of staff members to help the planning committee to assess the results of the retreat.

Prior to the event, the Team shall conduct critical pre-event data collection and analysis to serve as input for the retreat design that maximizes the value while minimizing staff time required providing that input. USAID/RDMA will conduct a survey among all RDMA staff prior to initiation of this contract. The Facilitator Team shall analyze the data from the survey and base the retreat design on the survey results. The Facilitator Team will lead a series of meetings/discussions with relevant RDMA staff to further determine the needs and/or gather additional background information on potential issues and areas for further development to prepare the retreat agenda and specific sessions and activities. This may take the form of interviews, surveys, focus group discussions or other methods. The Mission also anticipates the possible need for other data collection and analysis that might further support organizational development through the utilization of Mission 'temperature checks' gauging staff views and experiences, for example. These will be outlined at the time they are identified.

The Facilitator Team will also collect data/information during and towards the end of the retreat to capture key results and produce the retreat report as described in the scope of work listed above.

III. Oversight and Support

USAID/RDMA will provide a copy of the RDCS, organization chart, staff survey data and other relevant documents/information to the Facilitator Team upon the contract signing for in-brief and planning preparation.

The Mission's Retreat Committee will provide primary oversight for the contract, including all services provided. The Committee will be responsible for reviewing, vetting and approving all deliverables in a timely manner. The Chair of the Committee will provide approval and/or comments within ten business days of receipt of any deliverable.

Relevant RDMA staff from the Retreat Committee and those outside of the committee will also be available for consultation prior to the retreat to provide required inputs and support for the design of the agenda and sessions. Selected RDMA staff may help leading selected sessions as deemed appropriate.

In addition to oversight, the following support may be available from USAID/RDMA, depending upon the retreat activities as contracted:

- Photocopies and limited document reproduction services.
- Stationary and office supplies for the event.
- Projector and laptop(s) for presentations during the event.

USAID/RDMA will arrange and make direct payment to the vendors for the retreat venue, lodging, meals and refreshments, and transportations to/from the venue for its staff during the retreat.

The Facilitator Team shall arrange and pay for their own transportation to/from the venue and pay directly for boarding and lodging costs.

IV. Level of Effort

The Level of Effort is anticipated to maximize synergies and cost savings across the package of services requested. The LOE will be for the breakdown below but is subject to the specific retreat content.

- Pre-event data analysis and the retreat design and planning up to 2 weeks.
- Retreat facilitation – 3 days o/a 16- 18 March 2016, with sessions targeting specific objectives.
- Draft retreat evaluation and report – 3 days.
- Finalize and submit the final report – 1 day.

V. Required Experience

The Facilitator Team must present the following qualifications or skill sets.

1. Substantial experience facilitating organizational retreats for large organizations, especially international development organizations employing multi-ethnic staff in multicultural work environments.
2. Demonstrated substantial experience in organizational design and improvement, strategic planning, promoting leadership development, communications, team building, and change management.
3. Experience in Asia, and specifically Thailand.
4. Advanced English proficiency in both oral and written forms.

VI. Deliverables

A. Pre-retreat (Week 1- 3):

1. In-briefing with Retreat Committee within two weeks of contract signing.
2. Data collection and analysis/diagnostic methodologies and tools for review, comment and approval within two weeks of contract signing.
3. Pre-retreat data collection and analysis within three weeks of contract signing.
4. A retreat agenda which will be circulated for review, comment and approval within three weeks of contract signing.
5. A draft retreat evaluation methodology and tool for review, comment and approval within three weeks of contract signing.

B. Retreat (Week 3): Facilitation and Session Coordination at the venue in Hua Hin, Prachuabkirikhan.

C. Post-Retreat (Week 4- 7):

1. Out-briefing with the Retreat Committee. The Facilitator shall prepare and make a presentation to the Committee on key results and recommendations to obtain more inputs for the Retreat Report Drafting. The out-briefing shall be organized within five work days following the retreat.
2. A draft Retreat Report summarizing all retreat proceedings, evaluation results and recommendations for RDMA leadership resulting from retreat sessions within ten work days following the last day of retreat. The report must also include an executive summary appropriate for distribution to all staff.
3. A final Retreat Report incorporating any edits and/or comments, from RDMA within three days of receiving comments from RDMA. The report shall not exceed 25 pages excluding cover pages, photos, executive summary and annexes.

VII. Technical Selection Criteria

All of required experience indicated above.

VIII. Technical Proposal (maximum 4 pages)

The offerors shall include in the technical portion of the quotation:

- The illustrative approaches and activities.
- Description of expertise of proposed Lead Facilitator and key team members for the retreat. Resumes (three pages maximum per candidate not part of the 4-page limit) of the proposed Lead Facilitator and key team members.
- References for at least three contacts where similar services have been provided.

IX. Cost Proposal (no page limit)

Price quotations shall include:

- The daily rate for the facilitator team members; the level of effort in days (8 hours equivalent) for preparation prior to the retreat, retreat delivery, out-briefing and for preparation of retreat evaluation and the Retreat Report;.
- The transportation to/from the venue;
- Lodging cost;
- Costs for materials; and
- Other miscellaneous costs.

The evaluation of the offeror's price proposal shall deal with whether the price is fair and reasonable.

The USAID Contracting Officer will determine the "Best Value to the Government" based on prices that are realistic, fair and reasonable in relation with the Independent Government Cost Estimate. The Contracting Officer may enter into negotiations with the offeror to discuss areas where the proposal could be improved and costs reduced. Upon successful negotiations with the offeror, a fixed-price Purchase Order will be used to procure the services, and the total payment made upon acceptance of deliverables and within 30 days of receipt of invoice.